Vachon, Stéphane

From: Elms, Audrey

Sent: March 3, 2017 07:22 AM

To: Lavigne, Chantal; Lorenz, Christian **Cc:** Chartrand, Isabelle; Murchison, Colin

Subject: RE: PSLREB Complaint

Hi Chantal,

For the reasons listed below and in consultation with my RDG, I cannot release this material. It is clear that T&L did not use the assessment from our pool.

FYI, an ATIP has been requested.

Audrey

From: Lavigne, Chantal Sent: March 2, 2017 5:55 PM

To: Elms, Audrey **Cc:** Chartrand, Isabelle

Subject: RE: PSLREB Complaint

Hi Audrey,

I wanted to follow up with on this request as I've spoken to both Julie Brock and Martin Boudreault regarding this complaint and they have confirmed that in determining how she was going to staff the position, Julie considered several options and determined that the merit criteria that was assessed in the course of your process met the requirements of her position and therefore spoke with one of your HR advisor's about the pool, prior to making the appointment. The advisor she spoke to did not express any concern about sharing the pool so Julie moved forward with the appointment paperwork.

While I fully acknowledge and take accountability for the errors were made on our part, at this point the Agency needs to respond to the PSLREB complaint and so I'm contacting you again to ask that you share the assessment material pertaining to

I'm available if you wish to discuss further.

Thanks, Chantal

Chantal Lavigne

A/Team Lead, Client Services Division, Human Resources Branch Canada Border Services Agency / Government of Canada chantal.lavigne@cbsa-asfc.gc.ca / Tel: 343-291-6406 / TTY: 866-335-3237

Chef d'équipe (p.i.), Division des services aux clients, Direction générale des ressources humaines

Agence des services frontaliers du Canada / Gouvernement du Canada chantal.lavigne@cbsa-asfc.gc.ca / Tél.: 343-291-6406 / ATS: 866-335-3237

From: Elms, Audrey

Sent: February 8, 2017 10:04 AM

To: Lavigne, Chantal; CBSA-ASFC HR-PSST Complaints

Subject: RE: PSLREB Complaint

Good morning,

After much thought and review, I have discussed this with the sub-delegated authority in my region and I am reluctant to send you the assessment for since was appointed outside of our process. Our process, the number which T&L quoted as using on your notice was for a Supt FB 05; however, T&L actually appointed as a Training Supervisor and these are completely different jobs and would have very separate SOMCs and assessments. See attached WDs that highlight this, as well, recent posters can be searched for review.

It is my understanding that the acting and forwarded it to T&L HR for the file so this assessment

manager completed an assessment should suffice.

Please note, in the future if T&L has a requirement for a Supt FB 05, I am sure that utilizing our pool would be possible.

Thanks Audrey

From: Lavigne, Chantal

Sent: February 7, 2017 10:30 PM

To: Elms, Audrey

Subject: PSLREB Complaint

Hi Audrey,

I was speaking to LR and they would still like to have all of the assessment documents for from the process for the complaint file and it would be good for me to have them for my file too no matter what decision is made so if you would be able to send them to me, it would be greatly appreciated.

Thanks again, Chantal Lavigne

A/Team Lead, Client Services Division, Human Resources Branch Canada Border Services Agency / Government of Canada chantal.lavigne@cbsa-asfc.gc.ca / Tel: 343-291-6406 / TTY: 866-335-3237

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From: Elms, Audrey

Sent: February 2, 2017 10:05 AM

To: Lavigne, Chantal

Subject: Hello Chantal.

I tried to return your call a few times this morning. Do you still need any information from me?

Thanks Audrey

Team Leader

Canada Border Services Agency / Government of Canada

<u>Audrey.elms@cbsa-asfc.gc.ca</u> / Tel: 902-426-5899 / TTY: 866-335-3237

Chef d'équipe

Agence des services frontaliers du Canada / Gouvernement du Canada Audrey.elms@cbsa-asfc.gc.ca / Tél.: 902-426-5899 / ATS: 866-335-3237



WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste	Position Title - Titre du poste Superintendent National Occupation Code - Code national des professions				
Position Classification - Classification du poste FB 05					
Department/Agency - Ministère/organisme		Effective Date - Date d'entrée en vigueur			
Canada Border Services Agency		2007-02-21			
Organizational Component - Composante	organis <i>a</i> tionne ll e	1			
Operations Branch					
Geographic Location - Lieu géographique	Job/Generic Number - Numéro d'emploi / de générique				
NATIONAL	FBC001				
Supervisor Position Number - Numéro du poste du surveillant	Supervisor Position Title - Titre du poste du surveillant				
Supervisor Position Classification - Classi	∣ fication du poste du surveillant				
Language Requirements - Exigences linguistiques		Linguistic Profile - Profil linguistique			
Communication Requirements - Exigences	s en matière de communication	I			
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité				

Client Service Results - Résultats axés sur le service à la clientèle

Management of Border Protection through the efficient screening and examination of people, goods and conveyances entering Canada resulting in the protection of Canadian society and the Canadian economy, contribution to the competitiveness of Canadian business, and facilitation of legitimate international travel and trade.

Key Activities - Activités principales

Manages multi-disciplinary teams in diverse geographic urban and rural areas engaged in the inspection, and examination of people, goods, and conveyances for the purpose of Border Protection.

Manages human and financial resources in a 7/24 shift operation. Takes action on staff relations issues, interpersonal conflicts and client complaints. Monitors and makes recommendations on traffic flow and administrative duties.

Manages risk within the Canada Border Services work environment to achieve effective Border Protection. Authorizes seizures, arrests, detentions and physical searches.

Manages and participates in national, regional and local change initiatives and pilots to meet the Canada Border Services Agency mission, vision, values and strategic objectives. Recommends modifications to the initiatives and pilots.

Determines/re-determines eligibility for refugee claims under the *Immigration and Refugee Protection Act*. Authorizes release and imposes terms and conditions, authorizes cases for admissibility hearings and signs directions and warrants.

Ensures that effective relationships are maintained with the public, private enterprise and partner federal government departments and agencies.

Page 2 of 6 Date Created: 2006-11-09

Employee's Statement - Déclaration de l'employé

0 11 7	ead and comment on the content of this work desc	•					
J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.							
Name of Employee - Nom de l'employé							
	Signature	Date					
Supervisor's Statement - Déclaration du surveillant							
This work description accurate	tely describes the work assigned to this position.						
Cette description de travail d	écrit adéquatement le travail assigné à ce poste.						
Name of Supervisor - Nom du surveillant							
	Signature of Supervisor - Signature du surveillant	Date					
Authorization - Authorisation							
Name of Manager - Nom du gestionnaire							
	Manager's Signature - Signature du gestionnaire	Date					

Skill - Habiletés

A knowledge of management principles and practices is required to direct and control teams of officers operating on a shift basis, 24 hours per day, seven days per week, delivering multiple programs to achieve divisional and national objectives propagated by the Agency's border protection mandate.

Knowledge of the techniques and practices associated with interviewing, inspecting and examining people, goods and conveyances is required to achieve the mission of border protection. As well knowledge of threat and risk assessment practices, situation diffusion techniques and Use of Force procedures is required for effective management and direction of officers involved in deterring border related criminality.

Knowledge is also required of international political and socio-economic conditions and the effects that these conditions have on immigration patterns as well as knowledge of the disease and pest status of all countries in regards to the Plant Protection Act and the Health of Animal Act.

The work requires knowledge of the legislation administered by the CBSA and working knowledge of other federal legislation and the regulations related to 60 other acts. Knowledge of the Criminal Code and the Canadian Charter of Rights and Freedoms is required to properly use powers of arrest and detention.

In depth knowledge of CBSA staff relations practices and procedures is required to improve and maintain harmonious and productive union/management relationships, to be able to respond to first level grievances and to provide input on union/management issues and grievances to senior management.

Knowledge of the organization, mission, administrative processes of the district is required. Knowledge is required of regional units such as the Intelligence, Investigations and Inland Enforcement Divisions to effect further investigation and prosecution of offences and the development of intelligence information. Knowledge of other federal departments and law enforcement agencies is required to maintain effective partnerships and working relationships.

Reviews and analyzes expenditure reports concerning overtime, and operating budgets. Based on this analysis develops estimates and makes recommendations for future budget submissions. Analyzes budget updates and prepares cost-benefit analysis on operational programs for use by district or regional management.

Performs regular analysis of reports, directives, technical information, intelligence reports and information and changes in complex legislation and interprets this information for the use of subordinates.

Internal and external databases are examined to assess risk of incoming or outgoing travellers, goods and conveyances. This information is analyzed and a hypothesis established upon which threats are conceptualized for the use of CBSA and other law enforcement agencies. The threats identified cover all the programs delivered by the CBSA.

Analyses the trends in view of Agency enforcement and other strategies, to define operational and

training needs and to plan future activities.

Analyses proposed national and regional programs, policy and procedures to provide comments to senior CBSA representatives. Recommendations are made on the operational impacts of proposals that will affect service delivery and all CBSA programs from a local, district, regional, and national perspective.

Communication skills are required to question or advise people who are agitated or violent. Communication skills including interviewing and interrogation techniques must be adapted in order to obtain information from non-co-operative individuals.

The work requires providing information and explaining CBSA and other government regulations and requirements to international travellers and others to ensure their full understanding and compliance with the requirements pertaining to the entry of persons and goods into Canada. Public speaking and presentation skills as well as written communications skills are required when explaining legislation and regulations to the public, media and representatives of other government departments.

Communication skills are used when there has been a complaint and there must be mediation between the client and subordinates. These skills are used to resolve differences of opinion or misunderstandings and to clarify courses of action.

Effort - Efforts

Occasionally uses personal protection and use of force techniques for the restraint and disarming of violent individuals requiring physical dexterity and eye-hand coordination.

Strength and dexterity are occasionally required to operate vehicles or boats.

Stands for prolonged periods occasionally observing the work of employees. Occasionally sits at a computer keyboard completing reports and accessing databases.

Responsibility - Responsabilités

Interprets and explains CBSA legislation, regulations and requirements to the public in contentious situations which arise from a misunderstanding or lack of knowledge of the law. Gathers and prepares information required in the investigation of a complaint or appeal. Resolves disputes regarding Agency requirements or service delivery with members of the public, importers or other government departments.

Manages the activities of multi-disciplinary teams that work shifts 24 hours per day located in various geographic locations. Establishes goals and objectives, monitors and assesses performance. Conducts selection and recruitment processes. Identifies and recommends human resource levels through the determination of operational requirements.

Superintendent Page 5 of 6 Date Created: 2006-11-09

Initiates, chairs, co-ordinates and leads special enforcement activities with local and regional units and other law enforcement agencies.

Makes decisions in complex non-precedent cases resulting in the arrest and detention of clients and in submissions being made to reject/remove persons from Canada. Makes decisions and recommendations that have a direct impact on the entry or prohibition of agricultural commodities.

Forecasts and manages budgets and expenditures for the unit including overtime, student and operating costs. Manages CBSA assets such as vehicles to ensure that they are used in an efficient and economical manner.

Decides if information concerning non-compliance can be exchanged with outside agencies, police forces and other federal departments.

Decides and authorizes the level of care of persons in CBSA custody. This decision ensures that they receive medical attention and food when held for a lengthy duration. (Persons smuggling by ingestion that are in detention are at risk of sudden death due to drug overdose.)

Approves personal searches and detentions as required by the Customs act, as suspects have the right to be taken before a senior officer to have the officer decision reviewed. Decisions to authorize personal searches can often be based on vague and abstract information based on historical data that formulate reasonable suspicion. Ensures that people to be searched understand their legal and Charter rights to contact counsel.

Decisions are made on the appropriate level of investigation or recourse required to address issues that arise involving officer conduct, personality conflict, personal harassment, illegal activity, union management issues and harassment.

Working Conditions - Conditions de travail

There is exposure to irate clients, threats and abuse, potentially violent situations and persons in detention or under arrest. There is no control over when these situations may be encountered and they may occur at locations remote from the main worksites.

The work is performed in a variety of environments including inclement weather, temperature extremes and exhaust fumes at highway and air ports of entry. The work requires exposure to unpleasant materials or actions when involved with personal searches, the examination of human waste, recovery of abducted children, review of pornography and hate literature and examination of personal effects and goods which can be offensive.

Additional Information - L'information additionnelle

No attachments were found

Page 6 of 6 Date Created: 2006-11-09

*	Canada Border Services Agency
77	WORK DESCRIPTION

Agence des services frontaliers du Canada

Job Number - Numéro de l'emploi CAS No. - Numéro de SAE

WORK DESCRIP	WORK DESCRIPTION DESCRIPTION DE TRAVAIL						
IDENTIFYING INFORMATION - DONNÉES D'IDENTIFICATION							
				FBC			
Job Title - Titre de l'emploi							
Supervisor Training Do	livom.						
Supervisor, Training De	livery						
Effective Date - Date d'entrée en vigueur Classification Job Type - Type d'emploi			ype d'emploi		Affiliated Positions - P	ostes rattachés	
	TTD 0.5	Headqu	Headquarters Regional National			Single Position	
October 1st, 2010	FB-05		☐ Adm. centrale ☐ Régional ☒ National ☒			☐ Poste unique	
S .			ctorate / Local Offices Div		Division / Section		
					Basic Officer Tra	Basic Officer Training Division/	
Human Resources			9		Regional HR Div	visions	
A	1	and Excell	ence (NILE)				
Approved Organizational Units / Unités st	tructurelles approuvees						
		RATING	- COTATION				
	MANAGEME	INT AUTHORIZA	ΓΙΟΝ - AUTORISATIO	ON DE LA	GESTION		
"I approve the responsibilities descri	ibed in this work description		"J'approuve les respo	onsabilités	décrites dans cette descri	ption de travail et j'autorise	
authorize its use in the location(s) in	ndicated above."		son utilisation à (aux	x) l'endroit	(s) de travail mentionné(s	s) c1-dessus."	
Management Signature - Signature de la gestion			Title - Titre			Date	
		CERTIFICAT	ION – ATTESTATION	V			
"I certify that the following is a desc	eription of the work to be perf				ne description du travail à	exécuter."	
Immediate Supervisor's Signature - Sig	nature du superviseur immédiat	-	Title - Titre			Date	
"I certify that I have received this work description." "J'atteste que j'ai reçu cette description de				scription de travail."			
Incumbent's Signature -	Signature du titulaire		Date				
The Public Service Labour Relations						dans la fonction publique	
the right to submit a classification grievance within 35 days of the date on which they are notified of a decision affecting the classification of their position. permettent aux employés(es) de présenter un grief de classification dans les 35 suivant la réception de la décision affectant la classification de leur poste.							
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1) Client-Service Results

Leads the delivery of Border Services training programs through supervision and the provision of advice, guidance, and leadership to Trainers within the NILE campus structure.

2) Key Activities

As Training Delivery Supervisor and member of the NILE campus management team, the incumbent:

Supervises the delivery of Border Services training programs by managing multi-disciplinary teams of Trainers in diverse geographic areas.

Participates in the recruitment and selection of Trainers and other Subject Matter Experts required to meet multiple course schedules; establishes and negotiates terms and conditions of short and long term assignments as per established Treasury Board policies and guidelines.

Manages the work performance of Trainers and contracted employees; ensures that the requirements for the coordination and delivery of Border Services training programs are met; and resolves performance/behavioral issues (involving both Trainers and course participants).

Takes action on labour relations issues, interpersonal conflicts and client complaints.

Monitors and stays up to date with changes to CBSA programs and procedures and analyzes and reports on training performance indicators (e.g. feedback questionnaires, tests results, etc.) to identify deficiencies, with respect to course material and equipment, and trends that could impact on the successful delivery of Border Services training programs; and initiates and influences solutions to those issues that have national implications.

Manages the development and dissemination of information to support on-going learning needs of Trainers; enhance performance/competencies required to meet CBSA training delivery and evaluation standards; manages the provision of advice and guidance; and provides scheduling assistance and systems and equipment support.

Chairs and facilitates regular meetings with Trainers to discuss solutions for the implementation and delivery of Border Services training programs; and provides expert advice and guidance for solutions to the challenges that occur in day-to-day issues of training delivery and evaluation.

Ensures that effective relationships are maintained with internal and external stakeholders, the public, private enterprise and partner federal government departments and agencies.

Consults with internal and external clients to negotiate options on the development, costs and terms of conditions for the provision of training services.

Manages and participates in national, regional and local change initiatives and pilots to meet the Canada Border Services Agency mission, vision, values and strategic objectives. Recommends modifications to the initiatives and pilots.

Manages resources assigned (financial and human); and ensures that CBSA physical assets and equipment used by Trainers and course participants are handled, controlled and protected in accordance with established policies and procedures.

Provides direction and makes recommendations on administrative functions related to the delivery of Border Services training programs.

3) Factors

A) Skill

Knowledge of the CBSA mandate, structure and strategic programs, priorities, and internal structure and operations of CBSA organizations, to provide effective advice, guidance, recommendations and support to technical experts involved in the development and delivery of training programs and ensure training programs and strategies are aligned with CBSA mandate, goals and objectives; prepare operational training programs and frameworks; and support the development and implementation of training products and services to meet current and future CBSA operational requirements.

In-depth knowledge of CBSA policies, programs, strategic directions and evolving operational environments, to evaluate and assess training programs, strategies and focus; contribute to the development of national policies and strategic directions which impact on training programs and services;

Knowledge of adult education and project management to provide technical advice to CBSA and external (Canadian and international) educators/ trainers on current training methodologies, techniques and practices; and direct the development and improvement of training and evaluation program strategies and techniques.

Knowledge of other government departments/agencies (OGD) such as Citizenship and Immigration Canada, Canadian Food Inspection Agency, the Canadian Environmental Protection Act (Environment Canada), Department of Industry (International Trade), Health Canada, Fisheries and Oceans, and Transport Canada in order to deliver training programs which integrate border control mandates of these various departments.

Knowledge of the techniques and practices associated with interviewing, inspecting and examining people, goods and conveyances is required to achieve the mission of border protection.

Knowledge of management principles and practices to: 1) lead a team of Trainers and other Subject Matter Experts in the delivery and monitoring of Border Services training programs;
2) oversee the recruitment, selection and performance management of Trainers; 3) develop evaluation mechanisms/tools/systems to gather information on Trainers performance in order to monitor performance against established standards; 4) conceptualize, implement and maintain a networking infrastructure that supports team cohesiveness and on-going communications with internal and external stakeholders.

Knowledge of federal acts, regulations and policies relevant to the supervision of a division, e.g. financial administration, procurement, contracting, access to information and privacy, employment equity, relocation and travel.

Knowledge of facilitation and conflict resolution methods, techniques and practices.

This knowledge is used to support Trainers in the resolution of team and/or learner behavioral and/or learning problems, provide advice and guidance, and lead "think-tank" sessions with team members to isolate, discuss and develop approaches to resolve conflicts (be they program-related, behavioral and/or delivery style).

In depth knowledge of CBSA labour relations practices and procedures to improve and maintain harmonious and productive union/management relationships, to be able to effectively respond to grievances and to provide input on union/management issues and grievances to senior management.

Knowledge of the CBSA's policies and standard operating procedures regarding reporting workplace injuries/hazardous occurrences.

Technological knowledge to access, retrieve and manipulate data, and to generate and format reports, correspondence and supporting presentations.

Analytical skills are required to perform regular analysis of reports, directives, technical information, and changes in complex legislation and interpret this information for the use of subordinates.

Analytical skills are required to analyze proposed national and regional training programs, policy and procedures to provide comments to senior CBSA representatives.

Communication skills are required to 1) write reports to senior management and other documents for submission to executive management and central agencies, 2) lead discussions with people who are agitated or irate, 3) negotiate collaborative approaches to training programs and strategies with internal and external public and stakeholders (Canadian and international), 4) develop strong relationships with partner NILE campuses and negotiate resolutions to difficult or sensitive situations, such as arrangements and agreements with internal and external clients to cover financial costs.

B) Responsibility

Monitors and evaluates the effectiveness of methods, systems and practices used by Trainers to ensure timely and high quality services for the delivery of diverse training programs.

Identifies problems and inadequacies in training procedures and manages the development and implementation of improvement requirements.

Consults with national headquarters officials to influence the resolution of Border Services training programs; monitors the quality and effectiveness of training delivery and evaluation; and provides recommendations and options to the Manager/Director on improvements required to enhance services.

Represents the CBSA and the NILE on committees, working groups, project teams and workshops concerning training programs and strategies and educational issues and trends. Responds to questions and promotes CBSA and CBSA training programs with representatives of other organizations and partners and contributes to the identification and resolution of issues which have impacts on all parties.

Manages the implementation of various training initiatives on behalf of the NILE campus.

Manages the performance of Trainers, undertaking corrective action and/or recommending the termination of assignments for those who fail to meet set standards.

Makes decisions on the appropriate level of investigation or recourse required to address issues that arise involving CBSA Trainer conduct, personality conflict, personal harassment, illegal activity, union management issues and harassment.

Examines cases where individual course participants are deemed not to meet the certification requirements of specific pass/fail training programs. Examines and discusses recommendations made by Trainers to ensure that all avenues have been used to support the individual's learning and/or behavioral deficiencies and presents and defends decisions to the appropriate Manager.

Controls and monitors safety practices related to the use of CBSA physical assets and equipment in accordance with CBSA standards.

Gathers and prepares information required in the investigation of a complaint, appeal, or incident report.

Manages, reviews, and analyses expenditure reports for the unit concerning overtime, travel and operating costs; and based on the analysis and consultation with NILE partners, develops estimates and makes recommendations for future budget submissions.

Works in consultation with NILE partners to determine and forecast cost requirements for the annual delivery of Border Services training programs.

Works in consultation with NILE partners to analyze budget updates and prepare cost-benefit analysis on operational programs.

Plans for the utilization of resources (financial, salary and materiel) dedicated to the delivery and evaluation of training programs.

Makes decisions related to expenditures (commitment authority) required to support day-to-day activities ((including equipment, supplies and prohibited and controlled material (e.g. firearms, narcotics, etc.)) for demonstration purposes ensuring that expenditures do not exceed identified budget limits.

Manages CBSA assets, such as vehicles, to ensure that they are used in an efficient and economical manner.

Manages the activities of multi-disciplinary teams that work shifts located in various geographic locations.

Identifies and recommends human resource levels through the determination of operational requirements. Leadership responsibilities include: participating and/or leading the Trainer recruitment process; providing training and on-going mentoring and coaching; assigning work; establishing goals and objectives; monitoring performance; identifying and resolving performance/behavioral issues; contributing, through one-on-one coaching, to the development of their leadership competencies; and preparing performance evaluations.

Leads multi-disciplinary working groups involved in the delivery of Border Services training programs. Working groups consists of Subject Matter Experts (SME) from other government departments and/or Agencies (e.g. RCMP etc.).

Chairs various internal working group meetings with Trainers and where required, SMEs to discuss and resolve issues related to the delivery and evaluation of activities related to Border Services training programs. Leadership activities include: establishing the agenda; steering discussions; summarizing decisions made; and ensuring follow-up actions are taken.

Other Responsibilities

Influences and provides leadership within the broader NILE community and negotiates and builds collaborative solutions and approaches to address challenges associated with the delivery of Border Services training programs.

Leads and contributes to the development and improvement of training procedures and operational training delivery plans and strategies which support and promote the mandate and objectives of the Agency. Provides input into the development of national training procedures.

Collaborates with program leaders, learning advisors to develop training programs, options and collaborative training strategies.

Is responsible to read journals, conduct research, etc. to study trends and developments in the professional field of Training, Competencies and Coaching. This information is used by public and private organizations in order to apply these in day-to-day activities as well as to provide advice and guidance to Trainers.

Is responsible for maintaining a national network of contacts within the CBSA, other government departments or agencies, to exchange information and remain cognizant of training related issues.

Provides expert functional advice, direction and solutions for complex issues to other members of the NILE community on a wide-range of training and learning issues

Works in consultation with NILE partners in the preparation of a wide range of reports for various audiences (e.g. reports to Regional Senior Management on the performance of course participants, reports to NILE Headquarters on program delivery and statistics, and effectiveness of Border Services training programs).

C) Effort

Physical effort is required to conduct routine activities such as sitting while attending meetings, standing for prolonged periods observing the work of employees, and sitting at a computer completing reports and accessing databases.

Physical and psychological effort is required to work shifts, accept calls around the clock, and occasionally return to the work place at any time of the day or night including weekends and statutory holidays to resolve problems. Frequency for individual activities varies dependent upon the agenda of the day and the diverse nature of Border Services training programs.

The incumbent is required to travel, as required, and account for related expenses in accordance with travel directives including the use of taxi chits

Intellectual effort is required to analyze and take appropriate supervisory action to resolve situations that may arise during the delivery of a training event, which, if left unattended, will impact the delivery of the training program and the safety of those persons in attendance. The incumbent is responsible for taking all reasonable steps to ensure the safety and security of the facility, equipment, and internal and external clients.

Intellectual effort is required to analyze and make decisions regarding: 1) mobilization and effective use of resources to deliver Border Services training programs which normally involves multiple simultaneous courses annually; 2) the development of operational plans outlining activities and resources required to deliver Border Services training programs; and 3) the effective development and management of the human resource plans to ensure that Border Services training programs can meet the training delivery requirements. These decisions/recommendations taken by the incumbent impact the effective and efficient delivery of Border Services training programs.

Intellectual effort is required to manage various aspects related to the delivery and evaluation of Border Services training programs at the NILE campus.

Intellectual effort is required to ensure that Trainers are recruited, available and equipped to deliver technical training programs, ensure that they understand their roles, responsibilities and the impact their efforts may have on course participants.

Intellectual effort is required to lead on-going consultations with the Trainers to determine their individual training needs.

Intellectual effort is required to assess and react to challenges facing the delivery and evaluation of Border Services training programs, and to facilitate the resolution of these challenges.

Sensory and intellectual effort is required to manage an adult learning environment in various settings (e.g. classroom, gymnasium, scenario- based training facilities).

D) Working Conditions

The work takes place in diverse NILE campus structures, which may include in-house (residential) accommodations, e.g. NILE Main Campus (Rigaud), Western Canada Learning Centre (Chilliwack).

Working conditions will include working outdoors in various, and potentially adverse, weather conditions. The working conditions may include the wearing of cumbersome and/or protective clothing.

The work may be performed in both individual and shared offices.

Overseeing the work of Trainers requires working beyond the normal office hours.

Acts as the in-house Supervisor for all matters relating to the delivery and evaluation of Border Services training programs for CBSA. This environment results in the incumbent having to juggle multiple demands, meet tight deadlines for deliverables, and ensure that Trainers are supported in their efforts to resolve complex problems.

There is a requirement to travel.

Risk to Health

Work is performed in an environment that may expose the incumbent to potentially dangerous situations (e.g. firing ranges, working with controlled and/or dangerous substances).

The work involves exposure to confrontational situations and physical and verbal abuse.

Deals with course participants who are deemed unsuccessful in specific pass/fail programs. This requires being prepared to deal with upset, angry and emotional participants. There is no advance warning on how an individual will react to the information.